

MIS Strategic Plan

2003- 2005

**Leon County Board of County Commissioners
Department of Management Services
Division of Management Information Services
April, 2003**

Table of Contents

	<u>Page</u>
Vision Statement	3
Mission Statement	4
Management Philosophy	5
Guiding Principles	5
Strengths	6
Weaknesses	7
Opportunities	7
Threats	8
Strategic Issues	9
Basic Strategic Issue 1: Customer Focus/Service Oriented	
Basic Strategic Issue 2: Comprehensive, Timely, Integrated Information with Reliance on Online Access and Interaction	
Basic Strategic Issue 3: Reliable and Effective Infrastructure to Meet Expectations	
Basic Strategic Issue 4: Qualified, Productive Staffing and Consulting Services	
Basic Strategic Issue 5: Systems, Data, and Network Security	
Basic Strategic Issue 6: Disaster Recovery and Business Continuity	

Vision Statement

Information management in Leon County will be delivered to policy makers, management, staff, and the citizens of Leon County in a user-friendly, secure, effective, and reliable medium. That information will be current, accurate, comprehensive, and integrated to reflect the County's activities and to improve decision making, work processes, and access to information. Infrastructure to support such information management will be effective, reliable, and secure. MIS staff resources will be certified experts in their fields and will deliver outstanding customer service and satisfaction.

Vision

Our vision is delivering current, comprehensive, and accurate information in a user-friendly and reliable medium to policy makers and management for their decision making process; to staff for effective processing of their work; and to the citizens of Leon County for effective access to County information and interaction with processes.

Our vision is driven by the vision of our customers. It must never drive the customers' vision. As MIS customers redefine their business process, MIS must be flexible and innovative so as to accommodate their needs.

Our vision is of a MIS Division delivering prompt, courteous and efficient service with 100% customer satisfaction.

Our vision is of a MIS staff that is well trained, highly motivated and professional in all of its activities.

Our vision is of customers who trust the MIS Division to know/learn the customers' business well enough to recommend technical solutions that are sound, beneficial, and cost effective.

Our vision is of Leon County as a pacesetter in providing quality, leading edge technical services to its customers.

**Leon County
Board of County Commissioners
Mission Statement**

Leon County Government is dedicated to preserving and enhancing the outstanding quality of life which has made our community a desirable place to live, work and raise our children. Through the provision of cost effective, superior services, County Government will insure the promotion of orderly growth for the economic health and safety of its citizens.

**Department of Management Services
Mission Statement**

In conformity with Leon County's Mission Statement, the Administration Division of the Management Services Group will oversee the six internal service agencies of the county to ensure that they receive the resources, guidance, and support needed to achieve set goals for quantity and quality of services that County operating divisions require in order to operate and provide superior services in a cost effective and efficient manner. This Division will also undertake special studies and provide for organizational liaison assistance on a variety of topics which will help to ensure orderly economic growth, ethical government, and safety for both the County's citizens and visitors.

**Management Information Services
Mission Statement**

In conformity with Leon County's Mission statement, the MIS mission is to serve our end users with continually improved, efficient, cost effective technology and telecommunications products, services, and information so that our customers are totally satisfied and able to fulfill their missions.

Management Philosophy

Management Information Services commits to a team approach in the delivery of quality services to our customers and to safeguarding the information resources entrusted to us. We strive to deliver our services on time, defect free, and in a professional and courteous manner.

Management Information Services also commits to providing employees with necessary resources, training, and the latitude to develop creative, comprehensive solutions to information technology problems. We encourage and expect communication and feedback from our employees and customers.

Guiding Principles

1. Quality comes first. To achieve customer satisfaction, the quality of our products and services must be our number one priority.
2. Customers are the focus of everything we do. Our work must be done with our customers in mind.
3. Continuous improvement is essential to success. We must strive for excellence in everything we do; in our products, our services, and our human relations.
4. People are the source of our strength. They provide our intelligence and determine our reputation and vitality.
5. Employee involvement and teamwork is our way of life. We are a team. We must treat each other with respect and trust.
6. Integrity is never compromised. The conduct of our Division must be pursued in a manner that commands respect for its integrity and positive contributions to County services.
7. Security is seriously managed to ensure the accuracy and reliability of data, to protect privacy as required by law, to secure data from improper access and/or changes, and to safeguard the County's technical infrastructure assets against loss of use, tampering, and/or destruction.

Strengths

Our strength lies in the MIS Staff and its ability to meet the professional needs of our customers in a timely and cost effective manner.

We recognize our customers as partners who are experts in their field and as partners in the technology solutions.

Professional planning and management to the organization are enhanced through project planning and management within the division, as well as coordination and collaboration with other County and City MIS Directors through the Florida Local Government Information Systems Association and State IT members through the Digital Government Summit Advisory Board.

The Division continues to develop a solid human resource plan that provides and encourages career advancement, skill development, and skill enhancements.

MIS continues to establish a good relationship with its current users, strives to improve that relationship on a continuum that builds an attitude of mutual trust, and endeavors to always provide a team concept and approach to all projects.

MIS has a strong technical certification and training program for staff that ensures staff are maintaining core competencies and learning new technologies.

Superior MIS staff expertise has built a reliable, secure, and high speed network that enables effective deployment of applications to County users, augmented with wireless technologies.

Superior MIS staff expertise for web services and applications development, augmented with Oracle services, continues to support and enhance the County's web site for the Board and most of the Constitutional Offices.

MIS staff expertise in security management is strong and strengthened with liaisons with FDLE (Florida Department of Law Enforcement), the FBI, and alliances with SANS Institute (SysAdmin Network Security) and the Gartner Group.

Weaknesses

The Board and the administration have recognized the challenge of meeting the demand for information management services by providing additional resources for MIS through the budget process in past years, and that support will need to continue to meet the growing demand for services. As our customers become more aware of technology opportunities to improve their work processes, more projects are defined and expectations of enhanced services grow.

It is important that policy makers understand the role MIS must play in the future as the organization moves forward toward total quality management with increased emphasis on technology. As the organization and technology evolves, it will be crucial that the leadership maintain this awareness and level of support. Executive management processes involving strategic and operational planning should enlist MIS expertise in order that technology can become an integral part of future direction for the entire organization.

Opportunities

The ever growing demand of fast, easy, and reliable open access by citizens and staff in Leon County offers us the opportunity to develop a totally integrated information management system of data that will be cost effective, improve decision making, provide for increased public safety, and incorporate efficiencies for all of our customers. To take advantage of these opportunities, MIS professionals must be totally involved with and have a significant understanding of the activities, from strategic planning through systems implementation, of each and every program.

Threats

With the assistance of the Human Resource Division, County Administration and the Board, great strides have been made to ensure competitive salaries and to provide increased training funds for MIS Staff. However, we must be vigilant not to allow the compensation package to slip behind the marketplace curve. The organization must continue to look to progressive increases in order to retain and recruit the highest caliber staff.

As the number of MIS staff increases to meet the technology challenges of a fast growing community, it continues to be important to provide training and work area facilities. Growth of MIS will necessitate continued facility improvement and/or relocation from the Courthouse. Failure to provide adequate facilities is a threat to the performance and services provided by the Division.

Exclusion of MIS from executive level planning jeopardizes the growth of the technology infrastructure, information management, and comprehensive solutions to meet the organizational needs. Awareness of organizational planning, whether strategic and/or operational, allows MIS to appropriately develop long-range plans that will properly position technology to address future enterprise direction.

Lastly, as the country deals with the real threats of terrorism and war, MIS must ensure that the data and information management of the County Departments and Divisions and the Constitutional Offices are protected and recoverable in a disaster. While the protection of data at off-site locations has been in place for many years, the development of a remote data center that operates as a “live site” is under implementation and will ensure that County information management processes can continue with minimal down time in the event of a situation.

Strategic Goals and Objectives

Although this strategic plan is for the MIS Division, its strategic goals must be interconnected with the future of the entire organization. Management Information Services= success in providing necessary information processing, technology infrastructure, and services will determine, to a large degree, the effectiveness of staff and operating departments in meeting the overall County goal of quality services to the citizens of Leon County.

Strategic Issues

Basic Strategic Issue 1:	Customer Focus/Service Oriented
Basic Strategic Issue 2:	Comprehensive, Timely, Integrated Information with Reliance on Online Access and Interaction
Basic Strategic Issue 3:	Reliable and Effective Infrastructure to Meet Needs
Basic Strategic Issue 4:	Qualified, Productive Staffing and Consulting Services
Basic Strategic Issue 5:	Systems, Data, and Network Security
Basic Strategic Issue 6:	Disaster Recovery and Business Continuity

Basic Strategic Issue 1: Customer Focus/Service Oriented

Background: MIS must continue to better understand its internal end users/customers. The responsibility of MIS is to ensure the County's information computing is done well, securely and in a timely manner. MIS's role is not merely to produce more applications and information systems; rather, it is to build and support the County's information management infrastructure@.

Strategic Goals:

1. Continue to improve policy-making coordination for technology through better definition, action and improved participation with customers.
 - A. Continue the Office Automation/Network Users Group, chaired by the Director of Management Information Services as a forum for:
 - i. The continued enhancement of suggested standards for applications and use of automation whereby systems are technically sound, efficient, cost effective, and allow for orderly growth and development of the infrastructure.
 - ii. Senior management to take an active part in setting the requirements and standards for use of information technology within the County government.
 - B. Continue monthly meetings with Departments to discuss technology needs and issues. Currently in progress are meetings with Growth Management, Public Defender's Office, Facilities Management, and the Library.
 - C. Continue providing workshop updates to the Board on a quarterly basis to communicate progress on technology initiatives and seek executive direction on policy issues regarding information management.
2. Continue to strive to improve customer relations and partnerships with customer focus a priority.
 - A. Continue to establish, support, or assist appropriate Application User Committees with representation from all offices, departments and divisions to build consensus among the various offices on technology issues regarding applications, infrastructure, and services. End-user responsibility should be an explicit goal. All decisions regarding information technology should be made within the context of the goal to enhance end-user productivity.
 - i. Currently User Committees are operating for the following applications or Offices: CJIS, CourtView, Library, Finance, GIS, PETS, Sheriff's Office, Public Defender's Office, Facilities Management, Growth Management, Web Stewards.
 - B. Continue to solicit feedback from customers through a regularly scheduled survey about delivered services to gauge customer satisfaction and learn of opportunities for improvement.

Basic Strategic Issue 2: Comprehensive, Timely, Integrated Information and Reliance on Online Access and Interaction

Background: There is a need to access and understand the results of the work processes in the various Departments and Divisions in the County at all levels in the organization - from program, to managerial, to executive, and ultimately to the citizens. Most work processes have adopted some level of technology for productivity and effectiveness within the division/program level. MIS must partner with customers to help implement strategies for integration and deployment of comprehensive and timely information for in-house use and for citizen access via web browser based technologies.

Strategic Goals:

1. CJIS
 - A. Complete legacy mainframe migration to the Justice Information System (JIS), which is web browser based interface and incorporates the Oracle relational database.
 - B. Continue to develop interfaces to the National Criminal Information Center (NCIC), FDLE's system, the State Attorney's and Public Defender's system, and to statewide initiatives through the Clerk's Association and/or the Florida Supreme Court.
 - C. Continue enhancements to the JIS to add comprehensive jail management functionality.
 - D. Cooperatively work with the JIS Interlocal participants in enhancing the JIS into an integrated data warehouse for justice information with interfaces to systems such as the Clerk's Courtview.
 - E. Continue to support the data access to mobile units in TPD and Sheriff law enforcement vehicles.
 - F. Continue to incorporate new technologies such as electronic signatures, imaging, and Internet interfaces in the ongoing development of the JIS.
 - G. Continue to support the Probation Office's GPS monitoring program.
 - H. Continue to provide public access opportunities as authorized by statute and policy.
2. Finance Information Systems (Banner)
 - A. Continue to maintain the successful migration of the hardware platform to IBM RISC.
 - B. Migrate custom reports from Focus environment.
 - C. End of life vendor support of the software (Oracle 8 version requires migration to Oracle 9i database by 2005).
 - D. Incorporate electronic timesheets via web based interface for Board and Clerk employees by January 2004.

Management Information Services

Strategic Plan 2003-2005

3. Electronic Document Management (EDMS)
 - A. Continue deployment of enterprise solution throughout the County. Conversion activities underway for Growth Management, Public Works Engineering, Public Works Animal Control, Human Resources, and the County Attorney's Office.
 - B. Introduce EDMS to the agenda process and Administration in FY 03/04.
 - C. Strive to complete conversion efforts of archived and/or filed Board documents by the end of 2005.
4. Internet and Intranet
 - A. Continue the maintenance and enhancement of the Internet for the Board Departments and the participating Constitutional Offices (Property Appraiser, Tax Collector, Sheriff, Supervisor of Elections, and Public Defender).
 - B. Continue to maintain the content of the the web site with current and meaningful information.
 - i. Continue developing and supporting web stewards in the County Departments and Divisions to keep content on the Web updated.
 - ii. Continue developing online services for citizens to be able to interact with their local county government at any time (i.e. online submissions of employment applications, online citizen reporting of problems, online permitting, payment transactions for tax payments, tickets, license renewals).
 - C. Continue to enhance the Intranet site for the County Board employees.
 - i. Continue to develop the Intranet for County employees as a resource for information (i.e. policies, documents, forms).
 - ii. Continue to augment online training opportunities
5. Work Order Management
 - A. Migrate to a single work order management system for Board Departments.
 - B. Expand the use of hand held field data collection for near-real time updates to the work order management database.
 - C. Continue to support remote office cabapilities with laptops and/or tablets and wireless technologies.
 - C. Provide interface to GIS mapping.
6. Geographic Information Systems (GIS)
 - A. MIS continues to provide administrative and technical support to the GIS inter-local as well as to the Leon County GIS program in accordance with needs and the requirements of the inter-local agreement.
 - B. Continue partnership with the City on the joint implementation and maintenance of the Permit Enforcement Tracking System (PETS).

- C. Develop a comprehensive land identification system in conjunction with the City/County Growth Managements, the Planning Department and the Property Appraiser's Office to allow for first point of entry into the GIS System and PETS.
 - D. Align the County Plat Codes with the City Code to require use of GPS survey monuments to improve quality and accuracy of plats and to streamline the integration of future plats to the digital base map.
 - E. Continue to enhance the GIS web site with expanded functionality and additional data layers.
 - F. Continue infrastructure improvements with the consolidation of City servers with GIS Central, NT on the desktops; database conversions, and the integration of electronic documents with GIS.
 - G. Maintain and deploy the Address Database as the standard to any existing and future City ISS and County MIS applications and systems.
 - H. Continue to keep the base map current with 5 year interval aerial photography.
 - I. Continue to improve data capture time of new data with methods such as field hand held units and GPS technology.
 - J. Continue to work with the the professional community in densifying the geodetic network in Leon County that will provide more accurate GPS and surveying measures.
 - K. Continue to take advantage of contract and grant opportunities that will provide funding for additional data development and/or program enhancements.
 - L. Continue to develop functionality and promote use of the GIS as a planning tool.
7. Office Automation
- A. Continue to provide and support the Microsoft Office Suite for word processing, spreadsheets, small database management.
 - B. Enhance user functionality for information sharing with collaboration tools.
8. Training
- A. Continue an introductory end-user' training program and train all current and new employees.
 - B. Continue on-site office automation training for users.
 - C. Build into the acquisition and maintenance budgets for major computer systems training for end-users and maintenance personnel.
 - D. Enhance on-line learning functionality.

Basic Strategic Issue 3: Reliable and Effective Infrastructure to Meet Needs

Background:

The MIS Division has exclusive responsibility for the County's backbone communications network and the computer platforms that provide information access. MIS needs to maintain this network in a stable, secure, virus free and fully operational state. Thousands of users, including County employees and countless citizens, depend on this network to access data and information.

MIS needs to continue development and documentation of its IT infrastructure and continue to train all employees required to support it. The MIS Division needs to continue investing in network management tools to ensure that a secure, optimally functioning network is available 24 hours a day, seven days a week.

Strategic Goals:

1. Backbone Network
 - A. Continue to enhance the County-wide communications network and connect to it all employees that use the automated system(s).
 - i. Continue to keep the implement a structured cable and wiring plan updated to allow for future growth and maximum bandwidth and emerging technologies.
 - ii. Continue to upgrade the network backbone between all County facilities and remote locations to Gigabit Ethernet bandwidth and be in a position to take advantage of industry improvements.
 - iii. Continue to assure that network bandwidth limitations stay far ahead of computer hardware limitations so that connectivity is never limited by backbone services.
 - iv. Continue to develop redundant network paths to remote sites for security and emergency issues (i.e. fiber from the City, Comcast, Sprint, and/or other providers).
 - v. Continue to upgrade internal network wiring in the County facilities.
 - v . Continue to advocate, implement, and support wireless technologies.
 - vi. Continue to research and develop new technologies as they emerge.
2. Public Access
 - A. Public access to information in County automated systems is a primary goal of the Board of County Commissioners. Therefore, the county wide backbone network shall be constantly and consistently enhanced to allow the most secure, efficient and cost effective interfaces to information and services provided. Statutorily allowed recapture of costs associated with public access shall be recaptured whenever feasible.

Management Information Services
Strategic Plan 2003-2005

- B. Community access from home computers to the automated library system is in place via the Internet and will continue to be enhanced.
 - C. Continue to support public access PCs at the Main Library and the branch libraries.
- 3. Inter-Agency Access
 - A. Provide support, services and connectivity to other agencies as funded and approved by the Board of County Commissioners.
 - B. Provide connectivity with outside resources as user needs and security allows.
- 4. Desktop Infrastructure
 - A. Continue support for the maintenance of PCs to provide reliable, available infrastructure for employees to conduct their work with a maximum down time of 4 hours.
 - B. Continue to strive for a budgeted PC replacement program that supports the upgrading of desktops every three years.
 - C. Continue to expand the internal capabilities of electronic mail, the desktop environment, and the Intranet.
- 5. Telecommunications Infrastructure
 - A. Continue to maintain the telephone system for the Board Departments, the County Health Department, and participating Constitutional Offices such as the Supervisor of Elections, Public Defender's Office, State Attorney's Office.
 - B. Continue to provide enhancements to telephone services as customer needs grow and/or become more sophisticated.
 - C. Incorporate the use of IP technology in telecommunications services as deemed beneficial to the County.
- 6. Computing Standards
 - A. Maintain and/or establish organizational computing standards which streamline operations such as:
 - i. Oracle database infrastructure
 - ii. Unix, Novell, and Windows-based systems/server infrastructure
 - iii. Desktop standardization
 - iv. Cisco network infrastructure

Basic Strategic Issue 4: Qualified, Productive Staffing and Consulting Services

Background: The MIS professional of today has transformed from the singular programming "Atechie" and mainframe guardian of the past Data Processing environment to a MIS professional that is involved and understands the business of the end user and current industry technology to provide information management.

The Leon County MIS Division must continue to invest in itself with on-going training for the continual professional development of the MIS staff. Technicians must keep abreast of new rapidly changing computer technologies. Identifiable areas for continued training include database administration (DBAs), systems and network administration, applications development, and project management methodology.

Technicians and MIS professionals are encouraged to maintain their respective technical currency on their own as well as benefit from County-provided training. In this age of information technology, employees have a responsibility to maintain currency in order to insure improved customer service and individual career development.

Strategic Goals:

1. Continue to invest in training and make it a high priority in the MIS budget.
 - A. Clearly define the roles for MIS staff and ensure that the employees fulfilling those roles clearly understand the performance standards needed to meet expectations in the positions.
 - B. Continue to provide complete training to the staff that is required to operate and maintain the platforms, operating systems, and databases under its purview.
 - C. Continue programs to foster and maintain a computer savvy work force, ranging from computer and applications literacy for novices to more complex course work for senior MIS staff and super-users.
 - D. Continue to provide continuous training for staff to stay current with the latest technologies.
 - E. Continue to augment technical training with interpersonal and communication skills training that promote customer service and team building.
2. Continue to improve planning and management capabilities for project management and systems analysis.
 - A. Continue to use services such as Gartner Group to augment analysis of emerging technologies, to receive planning and research assistance for project planning and development.

- B. Continue to collaborate with other County and Municipal governments (ie. FLGISA) on best practices of IT management and deployment.
 - C. Continue to receive training and continue to create written project plans, including schedules and task assignments, and have the status of projects measured and reported using the criteria established in the plans.
 - D. Using best practices from the computer industry, maintain a quality control framework and apply it to all major projects.
3. Strive to hire professional and competent staff.
- A. With the continued support of Human Resources, maintain well defined job descriptions with appropriate compensation packages that continue to attract highly qualified applicants.
 - B. Continue to develop career paths for technical positions.
 - C. Continue to review the MIS organization and adjust as customer needs and the technology industry changes to ensure resources are distributed to provide services as needed.
4. Continue to use consulting services to augment staff resources and introduce technology expertise.

Basic Strategic Issue 5: Systems, Data, and Network Security

Background: MIS staff expertise in security management is strong and strengthened with liaisons with FDLE (Florida Department of Law Enforcement), the FBI, and alliances with SANS Institute (SysAdmin Network Security) and the Gartner Group. Extensive training investment and support has contributed to MIS' ability to build and maintain a reliable, secure, and high speed network that enables effective deployment of applications to County users, augmented with wireless technologies.

Strategic Goals:

- A. Continue to work with the management and the user community regarding security standards and requirements.
 - i. Maintain standards for security on all systems supported by the MIS Division. Other agencies attached to the network must meet minimum access standards.
 - ii. Maintain procedures to ensure that a viable security policy, approved by the Board of County Commissioners, is in place. It is to be updated as appropriate and enforced by Senior Management.
- B. Continue to maintain a hardware and software infrastructure that protects the network.
 - i. Continue to maintain and upgrade security hardware such as firewalls.
 - ii. Continue to obtain tools and services for security assessment and mitigation.
 - iii. Continue to train staff on security issues and practices through organizations such as SANS Institute (SysAdmin, Audit, Network, Security) and the FDLE Chapter of the FBI's Infraguard
- C. Continue to maintain systems for high availability and performance.
 - i. Continue to document systems.
 - ii. Continue to keep systems patched to the latest level.
 - iii. Continue to monitor performance of systems and develop solutions for enhancements.
 - iv. Continue to provide virus protection for desktops and servers.
 - v. Continue to research industry solutions for spam filtering for deployment.

Basic Strategic Issue 6: Discover Recovery and Business Continuity

Background: MIS has been diligent in protecting County data and technology assets with off-site storage of data and systems tapes. Plans for securing a "hot site" data center for recovery were re-prioritized in light of the 9/11 terrorist attacks. Now, the IT industry has recognized that a remote systems center that is "live" with near-real time transactions will assure a timely recovery and successful business continuity. With applications such as the Justice Information System, the County's web site, the Library system, and the County's purchasing and HR systems, it is felt these systems must be recovered as soon as possible to ensure public safety and continued services to the citizens.

Upon review of our strategy, Gartner Group and its Disaster Recovery Analyst supports continued implementation of this direction.

Strategic Goals:

- A. Activate a remote data center with County systems able to run applications in test and production mode.
 - i. With cooperation of the Sheriff's Office, a remote data center is being designed and installed at the Jail within the Jail Rewiring Project that is underway.
 - ii. Multiple network connections have been procured and ready for activation for redundant coverage.
 - iii. Other Constitutional Offices are participating and their system needs are being incorporated in the design.
- B. Develop a disaster recovery and business continuity plan by mid 2003.
 - i. In cooperation with the Emergency Management Program, MIS is enhancing its disaster recovery and continuity plan and is participating with Court Administration in their business continuity plan for the Courts.
- C. Maintain the disaster recovery and business continuity plan to meet the changing needs and/or circumstances of the organization.
 - i. Annual reviews of the plan will be conducted with a mock disaster test.